Minnesota Dual-Training Pipeline
Speaker Series with Deon Clark
'Developing talent through mentoring'
March 17, 2021

DEPARTMENT OF LABOR AND INDUSTRY

DUAL-TRAINING PIPELINE

About the Department of Labor and Industry

DLI's **VISION** *is to be a trusted resource, service provider and impartial regulator.*

DLI's **MISSION** *is to ensure Minnesota's work and living environments are equitable, healthy and safe.*
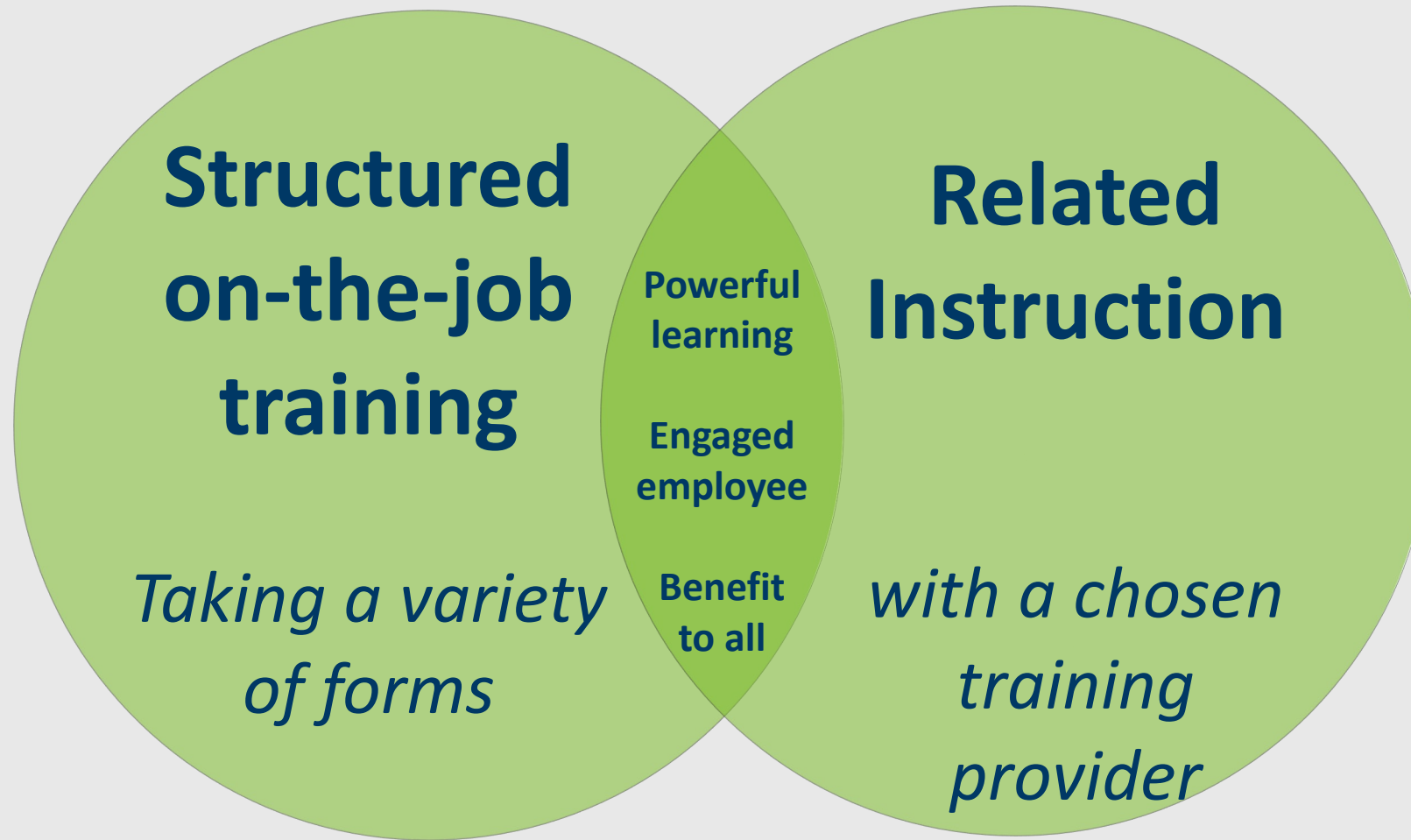
DLI Programs:

- Registered Apprenticeship
- Minnesota Dual-Training Pipeline
- Youth Skills Training Program
- Child Labor Outreach and Compliance
- Workplace Safety Consultation
- Workers' Compensation Administration
- OSHA Compliance
- Wage and Hour Compliance
- Construction Codes and Licensing

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Minnesota Dual-Training Pipeline Strategies

- **Industry Forums:** *Inform* and *direct* Pipeline regarding industry trends and needs aimed to expand dual training.

- **Competency Councils:** *Define* and *identify* specific occupational competencies for the four key industries.

- **Dual-Training Consulting:** *Create* and *disseminate* dual-training resources for employers, employees and dual trainees: toolbox, grants, and expanding mentorship networks to set up dual training.

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Advanced Manufacturing Occupations

- Computer Numerical Control (CNC) Programmer

- Coordinate Measuring Machine (CMM) Programmer

- Extrusion Molding Technician

- Flexo Technician

- Injection Molding Technician

- Logistics and Supply Chain Manager

- Machinist/ Tool and Die Maker

- Machinist / CNC Operator

- Manufacturing Engineer

- Maintenance and Repair Worker

- Manufacturing Production Supervisor

- Mechatronics Technician

- Print Press Operator

- Quality Assurance/ Food Safety Supervisor

- Quality Assurance Technician

- Robotics Operator

- Safety Technician

- Solderer

- Welder

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Agriculture Occupations

- Agriculture Equipment Mechanic

- Agronomist

- Agriculture Finance/ Lender

- Application Technician

- Crop Farm Manager

- Farm Animal Manager

- Grain Merchandiser

- Horticulture Farm Manager

- Quality Assurance/Food Safety Supervisor

- Swine Technician (grow finish)

- Swine Technician (sow farm)

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Health Care Services Occupations

- Addiction Specialist
- Certified Nursing Assistant
- Critical Care Nurse
- Community Health Worker
- Community Paramedic
- Dental Assistant
- Dental Hygienist
- Electronic Health Records Specialist
- EMT to Paramedic
- Health Support Specialist
- ICU Nurse

- Licensed Practical Nurse
- Health Support Specialist
- Licensed Practical Nurse
- Medical Assistant
- Medical Laboratory Assistant
- Medical Laboratory Technician
- Ophthalmic Technician
- Psychiatric/Mental Health Technician in-patient
- Psychiatric/Mental Health Technician out-patient
- Phlebotomist

- Radiologic Technician
- Registered Nurse
- Respiratory Therapist
- Pharmacy Technician
- Senior Living Culinary Manager
- Surgical Technologist
- Wound, Ostomy, Continence (WOC) Nurse

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Information Technology Occupations and Pathways

- Information Management and Analytics Pathway

- Information Security Pathway

- Infrastructure Administration Pathway

- Programming, Development and Engineering Pathway

- Security Analyst

- Service Desk/Front Line Support or User Support

- Software Developer

- Software Testing and Quality Assurance Pathway

- Support Pathway

- Technical Planning Pathway

- Web Developer – back end

- Web Developer – front end

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Deon Clark – TCI Solutions

'Developing talent through mentoring'

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DUAL-TRAINING PIPELINE

Best Practices and Successful Work Environments:

Creating an Employee Mentor Program

Deon Clark
TCI Solutions, LLC

The Business Case

The Business Case

- Balance Sheet
    - Recruitment
    - Retention/Turnover
    - Training Costs
    - Safety Related Costs
    - Insurance Policies

- Income Statement
    - Customer Facing Services
    - New Business
    - Cost for Rework
    - Repeat Customer/Customer Loyalty
    - Compliance for Contract Negotiations

Impact Areas

Recruitment

Attracting the best candidates
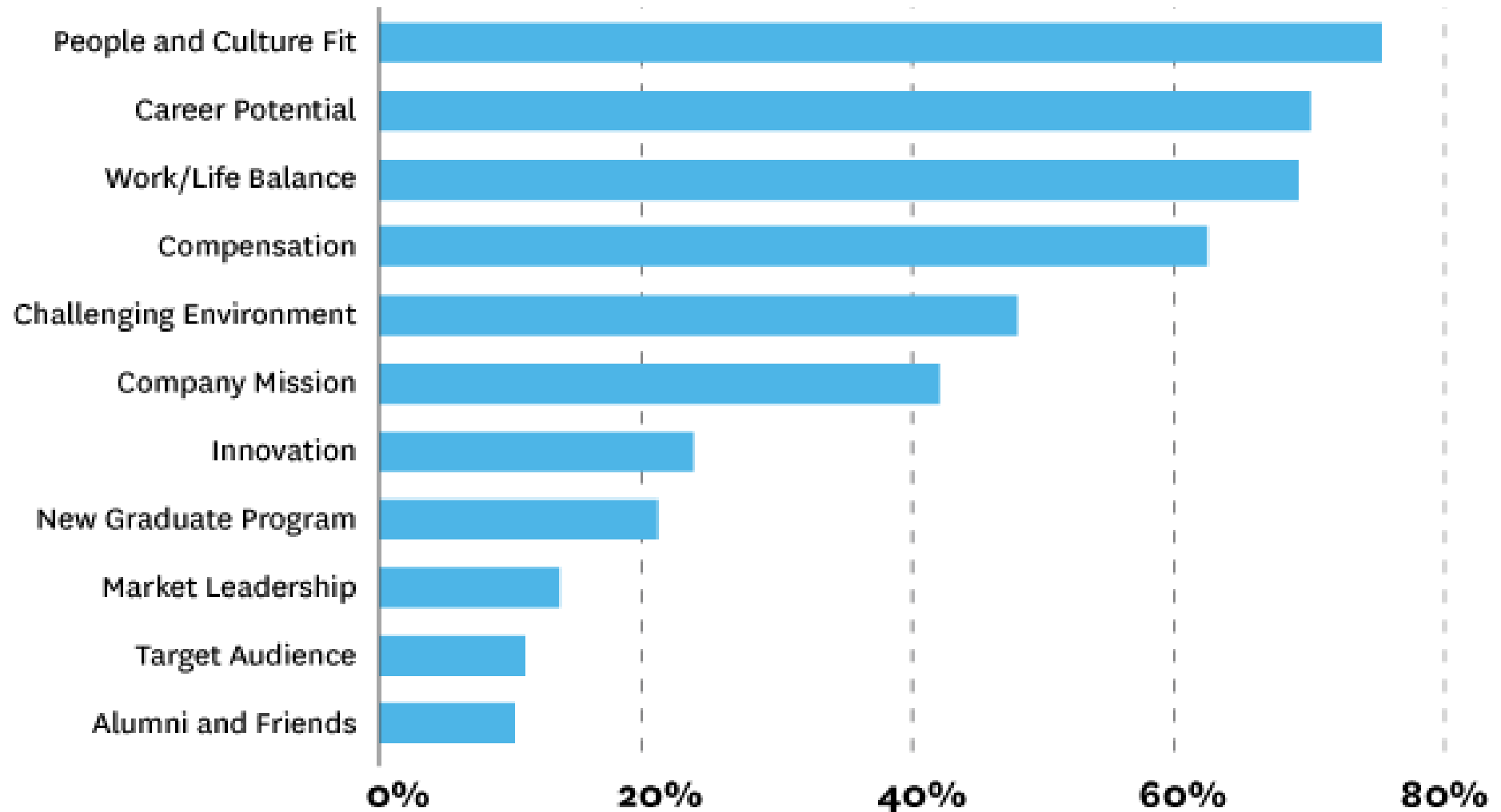
Development

- Developing new hires and existing employees
- Maximizing performance
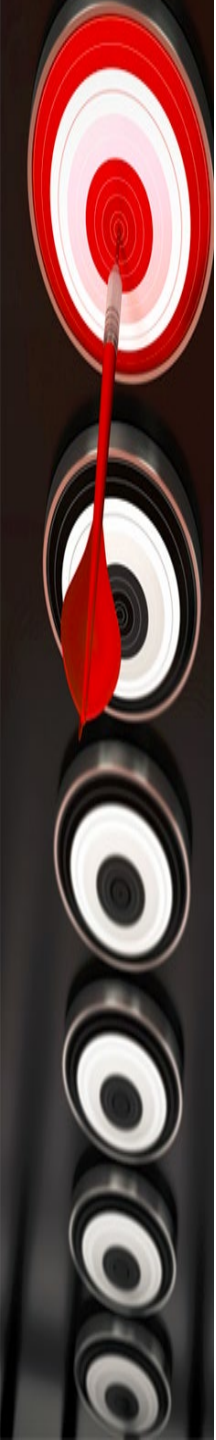- Opportunities for career progression

Retention

Maximize ROI through retention of employees

What Employees Want

Category	Percentage
People and Culture Fit	~75%
Career Potential	~68%
Work/Life Balance	~68%
Compensation	~60%
Challenging Environment	~46%
Company Mission	~41%
Innovation	~23%
New Graduate Program	~21%
Market Leadership	~14%
Target Audience	~11%
Alumni and Friends	~10%

0%   20%   40%   60%   80%

QUESTIONS TO PONDER…

1. What demographic group(s) have you had success recruiting?
2. What demographic group(s) have you had success retaining?
3. What demographic group(s) have you had success advancing/promoting?

Why Employees Quit…

What are some common reasons why an employee leaves their job?

The Cost of Turnover

General Cost of Hiring

Cost of Onboarding

Lost Productivity

Lost Engagement

Customer Service and Errors

Training Cost

Cultural Impact

4 Key Elements of Mentorship Programs

Both the mentor and person(s) being mentored must have a desire to participate in the program.

The mentor should have some training and support to be a good mentor.

The work environment must be supportive of the mentor/mentee relationship and toward creating a well-balanced mentorship program.

Allow space and time for mentors and mentees to get to know one another so that trust and a strong relationship can take hold.

Implementation **Methodology**

STEP 1: Plan Mentoring Program Objectives

Plan your workplace mentoring around your organization's HR strategic goals and outline the objectives for each mentoring program initiative.

Mentoring Programs might support:

- *Management development for high potential employees*
- *New hire employee orientation and speed to productivity*
- *Employee engagement for positions with traditionally high employee turnover*
- *Knowledge transfer and succession planning*
- *Workplace diversity initiatives*

Implementation **Methodology**

STEP 2: Find Your Executive Sponsor(s)

Look for executives both inside and outside of the human resources and training departments who will support and sponsor your mentoring program.

Consider someone who attributes his or her success to having had a great mentor. Your Executive Sponsor should be willing and able to encourage participation, energize the program, participate in mentoring activities and help fund the program.

STEP 3: Determine An Appropriate Budget

Create a budget which may be used for items such as communication materials, mentor training, mentorship kick-off and ongoing events, online mentoring software, mentor incentives and expense reimbursements.

STEP 4: Identify The Employees To Participate In The Mentoring Programs

A program may be as small as 10 participants for a very specialized mentoring program or as large as the entire company for a general mentor program. It's not unusual for a large company to have multiple mentoring initiatives running concurrently. Employees may participate in more than one mentoring program if they match and can benefit from the objectives of the program.

STEP 5: Determine Mentoring Program Structure

Define the level of formality and the program rules for each of your mentoring programs. Program rules could include:

- Length of mentorship
- Required or suggested number of mentor-mentee meetings and mentorship activities
- Maximum allowable job levels between mentor and mentee (generally no more than 2 levels)
- Maximum number of mentees per mentor

Implementation **Methodology**

STEP 6: Find and Train Your Mentors

Conduct a "Call for Mentors," which may range from nominations by senior managers to self-identification of <u>high performing</u> employees. Ensure that all mentors receive appropriate training to be successful.

BIASES / SELF-REFLECTION...

BUILD RAPPORT…

Implementation **Methodology**
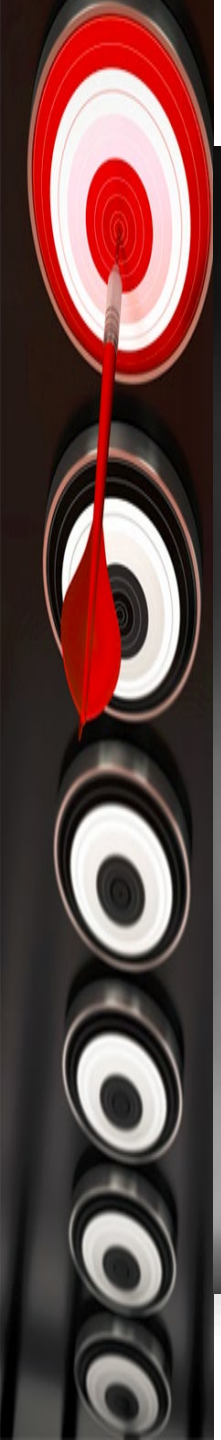
STEP 7: Plan Your Mentor Matching Strategy And Tactics

Allow for self-matching or some involvement by the mentees in the selection of his or her mentor. For programs with a high number of participants, the use of an online mentoring software may be helpful.

STEP 8: Launch The Mentoring Program

Kick-off your mentoring program with excitement and energy. Hold a luncheon or afternoon snack-filled meeting to discuss the roles and responsibilities of mentors and mentees and share past successful mentoring stories.

Implementation **Methodology**

STEP 9: Create Mentoring Program Communications

To keep your program energized, continue to communicate with your participants throughout the life of the program. Offer ideas for mentoring activities, additional training through webinars, podcasts and white papers posted on a mentoring program website. Continue to share new mentoring success stories.

## STEP 10: Develop and Track Mentoring Program Metrics

Monitor, track and measure the results of the program against the program objectives.

- *Are you meeting participation goals?*
- *Is the employee retention rate of program participants better than non-participants?*
- *Are those participating in the mentoring program being successfully promoted at higher rates than non-participants?*

A Legacy Model™

Q&A
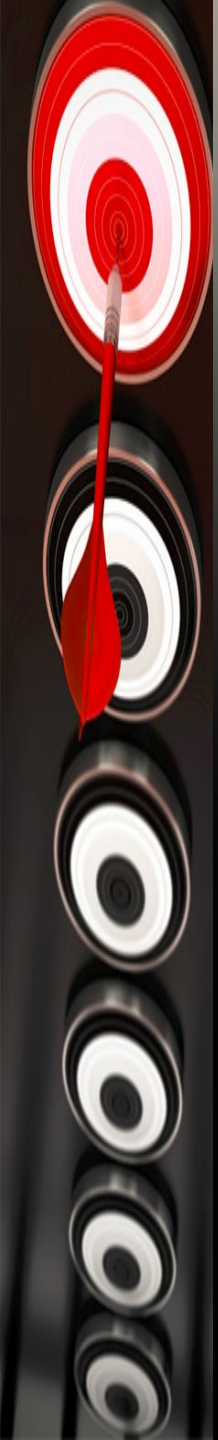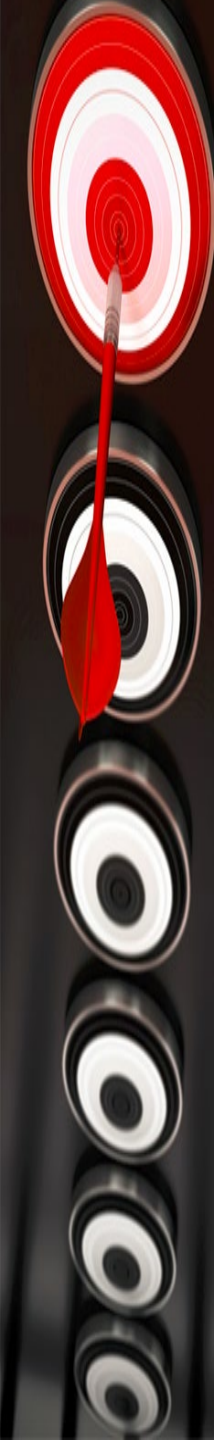
A L³ Legacy Model™

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Mentoring and Dual Training On-the-Job-Training

- Mentoring is one of the best methods to use in supporting your company's On-the-Job-Training (OJT).

- It helps improve your company's culture through employee engagement.

- Mentoring strengthens the quality of teaching the core competencies through (OJT).

- It is one of the five most common methods of OJT which are: Job shadowing, mentoring, cohort-based training, assignment-based project evaluation, and discussion-based training.

- To learn more about all five methods of OJT go to our guide at: http://www.dli.mn.gov/business/workforce/guidance-effective-job-training

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- Up to $150,000/year per grantee

  - Up to $6,000/year per dual trainee

- Pays for related instruction tuition, fees, required books/materials

- Reimbursement model for payment

- 25% match required for employers with annual revenue exceeding $25 million

- Approximately $2.8 million in Dual Training Grant funds are available from now through April 16, 2021.

https://www.ohe.state.mn.us/mPg.cfm?pageID=2196

OFFICE OF
HIGHER EDUCATION

- **Office of Higher Education Dual Training Grant Writing Workshop**
  Thursday, March 18, 10:00a.m. – Noon
  https://www.ohe.state.mn.us/mPg.cfm?pageID=2427

- **Pipeline 101**
  April 1, 9:00a.m. – 10:00a.m.

- **All Industry Forum:**
  Tuesday, June 15, 9:00a.m. – 10:00a.m.

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Thank You!

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